

# **Fiscal Year 2025 Annual Public Borough Meetings Responses**

Board of Directors Meeting

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## Fiscal Year 2025 Annual Public Meetings

In accordance with §7384(10) of the HHC Enabling Act, the Board of Directors of the New York City Health + Hospitals facilitated the Fiscal Year 2025 Annual Public Meetings in all five boroughs of NYC:

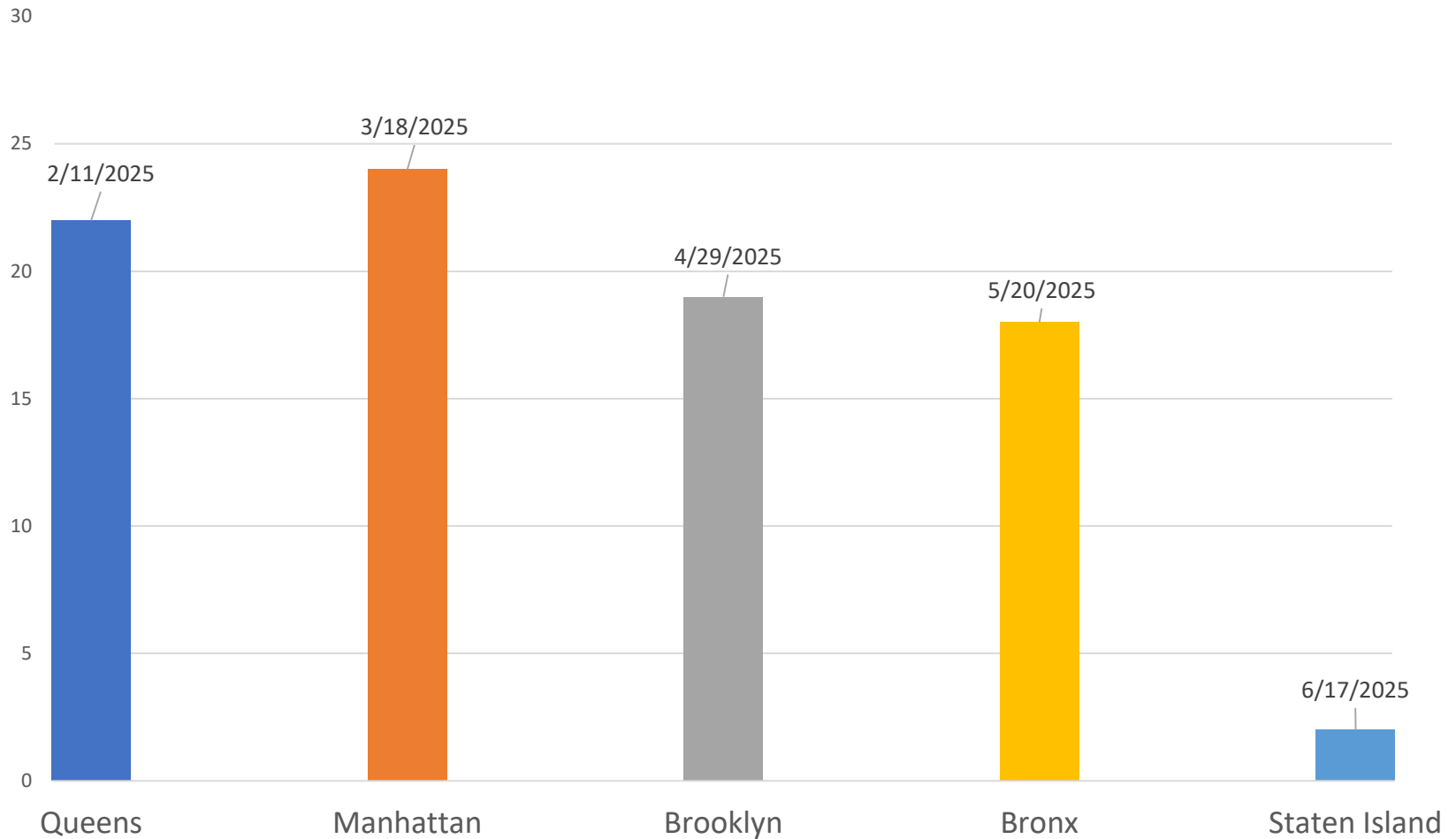
Queens	-	February 11, 2025		NYC Health + Hospitals/Elmhurst
Manhattan	-	March 18, 2025		NYC Health + Hospitals/Bellevue
Brooklyn	-	April 29, 2025		NYC Health + Hospitals/South Brooklyn Health
Bronx	-	May 20, 2025		NYC Health + Hospitals/Jacobi
Staten Island	-	June 17, 2025		NYC Health + Hospitals/Sea View

The President and CEO informed the public on the programs and plans of NYC Health + Hospitals, as well as afforded the public an opportunity to present oral and/or written testimony concerning the performance of NYC Health + Hospitals to the Board of Directors.

# Compilation of questions and responses

- NYC Health +Hospitals recorded the individual questions/ concerns from each of the public meetings.
- This deck contains a comprehensive listing of questions/ concerns and responsive information.
- We will provide an overview today.
- The full deck will be posted for public review:  
<https://www.nychealthandhospitals.org/public-meetings-notice/>
- Each slide is identified with the name of the borough in which the question/ concern was raised.
- When a specific facility is referenced in the question/ concern, it is also included on the slide.

# Total Speakers per Borough



# Main Areas of Concern Raised by the Public

## Staff Well Being

- Provide opportunities for professional growth
- Provide wellness resources for staff morale
- Contracting and compensation issues

## Aging Structure and Infrastructure

- Aging infrastructure and need for capital improvements
- Need for new machinery

## Inclusive Care

- Ensure access to care for individuals with disabilities
- Provide services for cancer patients
- Ensure warm meals

## Access to Health Care

- Concern of budget cuts on ability of NYC Health + Hospitals to provide equitable care to all New Yorkers
- Concern for patient safety based on their immigration status
- Long wait times for appointments
- Expansion of services

### **Public Concern:**

Some members of the nursing staff called for addressing broad concerns, advocating for:

- better staffing to address understaffing across departments
- more resources for nurses such as lounges, libraries and opportunities for growth
- additional staffing support which will be required with the implementation of Artificial Intelligence in health care

Concerned nurses urged the prioritization of nurse well-being to maintain a strong health care workforce.

### **Response:**

NYC Health + Hospitals is committed to professional development and staff engagement for its nurse well-being, retention and recruitment initiatives. NYC Health + Hospitals' professional development and staff engagement initiatives for nurses have resulted in a turnover rate of just 7.3% in 2025 to date.

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## **Response continued:**

The health care System hired 3,417 nurses in 2024. In addition to the cost savings, the hiring of additional permanent staff nurses is an investment in the health system's workforce, as it ensures patients are served by permanent employees who are committed to the mission, come from the community, and build institutional knowledge.

Key strategies to develop and maintain a strong health care nurse workforce include:

- **Nurse Residency Program** - This 12-month program provides newly-hired nurses with specialized training, education, and mentoring services
- **Professional Shared Governance** - The nurse-led initiative aims to enhance nurse engagement by ensuring that frontline care providers are active participants in the public health care system's decision-making processes.
- **Nursing Clinical Ladder Program** – This program is designed to promote outstanding staff nurses and support their professional growth, helping nurses take their careers to the next level
- **Nursing recognition events** - NYC Health + Hospitals celebrates its nurses and their achievements with numerous special events scheduled throughout the year

## Response Continued:

- Focus on well-being and positive practice environments with the implementation of the Care Delivery Daily Management System.
- Collaborative recruitment efforts and hiring fairs
- **System-wide communications strategies include key platforms such as an informational series of bi-monthly Fireside Chats, regularly scheduled Chief Nursing Executive Town Halls, and annual educational symposia** and workshops. Other informational sessions include special virtual and in-person summits spotlighting issues of concern.
- **Specialized nursing fellowships** – NYC Health + Hospitals has established several important nursing fellowship programs to promote professional development among nurses and provide career pathways for ancillary staff to become nurses.
- **Training programs** to onboard new nurses and provide nurses with enhanced professional development opportunities



### **Public Concern:**

Nurses expressed concerns about enforcement of NYC Health + Hospital's unscheduled call out policy and its potential impact on employee use of sick leave.

### **Response:**

Since those concerns have been raised, the System has been engaged in active negotiations with our collective unions, with a goal of updating/modernizing System policies and practices around unscheduled leave.

### **Public Concern:**

Community member emphasized the need for all facilities to modernize and prioritize inclusive care for individuals with disabilities, stressing the importance of treating individuals with disabilities with dignity and ensuring equitable access for all.

### **Response:**

NYC Health + Hospitals is committed to serving all New Yorkers and has launched several educational programs that promote educational opportunities for staff as well as inclusion for individuals with disability.

Some examples include:

- **Let's Talk Disability** - This program increases awareness about how colleagues, patients, and all individuals with visible or non-visible disabilities experience their daily lives while working or being treated in a healthcare environment.
- **The blind/low vision simulation** - Employees participate in a simulated healthcare environment while trying to navigate a medical visit utilizing low vision aids. Participants are provided with different visual lenses that limit their visibility.
- **Adaptive Yoga** – A Virtual Adaptive Yoga session is available to our patients, staff and community. This session is geared to provide opportunities to practice yoga for individuals with limited mobility.

**Response continued:**

Additionally, NYC Health + Hospitals has a dedicated webpage for employees, "Disability Services", which serves as a resource directory for staff to obtain information on policies, procedures, and resources. The site includes information for services for people with low vision or Blindness, and hearing loss or Deafness.

**Public Concern:**

Community members shared their opposition and displeasure regarding the housing complex on the NYC Health + Hospital/Gotham Health, Morrisania parking lot.

**Response:**

We acknowledge some community members' concerns about the proposed housing complex on the NYC Health + Hospitals/Gotham Health, Morrisania parking lot. The development will feature a 328-unit building with a mix of affordable and supportive housing, along with community space and a landscaped plaza. This project aims to improve access to both housing and healthcare for the community, ensuring continuity of care and addressing key needs while respecting local concerns.

**Public Concern:**

Midwives expressed the need to address pay disparities and ensure fair compensation for midwives working at NYC Health + Hospitals/Jacobi | North Central Bronx. They shared the ongoing understaffing crisis, and stressed the importance of finalizing a new contract, which has been expired for three years. Midwives expressed feeling undervalued and voiced the need for more respect and support from the health system.

**Response:**

On June 18, 2025, PAGNY and NYSNA reached a new collective bargaining agreement for the Midwives at NYC Health + Hospitals/Jacobi | NCB. The term of the agreement is from July 1, 2023 through June 30, 2028. The deal also created a venue for Labor and Management to meet regularly to address workplace concerns.

**Public Concern:**

Community member raised concerns about alleged misconduct by a member of the Jacobi team, accusing them of attempting to silence them at a prior meeting. The Community member criticized plans related to the use of 1900 Seminole Avenue, including a lease involving the Fortune Society and the housing of pre-trial detainees or individuals with psychiatric conditions, linking these developments to a potential rise in local crime. They advocated for alternative community uses such as a STEM school and expressed frustration with the decision-making and transparency of the Board.

**Response:**

It is the mission of NYC Health + Hospitals (H+H) to deliver high-quality health services with compassion, dignity, and respect to all of its patients. H+H also recognizes that stable, affordable housing is critical to the health and well-being of every New Yorker and is proud that Just Home will contribute to this goal.

Since June 2022, NYC Health + Hospitals has held numerous public meetings to brief the Jacobi community about Just Home and to listen to community feedback. In partnership with NYC Housing Preservation & Development (HPD) and the Fortune Society, H+H has briefed the Jacobi Community Advisory Board, the Morris Park Community Association, and Bronx Community Board 11, among others, and listened to public comment at each forum.

**Response continued:**

H+H held a public meeting at Jacobi in December 2023 to listen to public comment and to solicit written testimony, and in January 2024, the H+H Board of Directors unanimously approved the ground lease and service contract to Fortune Society.

The project is now with the NYC Council, and the next step involves a public Council hearing.

**Public Concern:**

Community member requested support to address long wait-times and limited access to mental health services due to provider shortages. They also noted broader community concerns like unaffordable housing and lack of healthy foods.

**Response:**

The recent hiring of the Director of Behavioral Health, who is also seeing patients along with a newly hired social worker, provides Cumberland with greater access to mental health services and enhanced operational efficiencies that ensure individuals can receive care more quickly.

Cumberland is also actively addressing broader community challenges, such as affordable housing and food access, through local partnerships.



**Public Concern:**

Community member requested more visits from NYC Health + Hospitals leadership to their facility, emphasizing the value of their presence.

**Response:**

Throughout the year, McKinney hosts numerous social, cultural, and recreational events for staff, residents and their families. Whether in-person or virtual, our health system's executive leadership strongly supports our endeavors to engage the McKinney community.

Given the high demand for scheduling executive leadership across the system, NYC Health + Hospitals CEO, Dr. Katz, is always well-represented by his Senior Vice Presidents and other executive leadership when he is unavailable. We will continue to work closely with Dr. Kat's office to submit timely scheduling requests for our upcoming activities.

**Public Concern:**

Community member expressed the need for a Level I Trauma Center in South Brooklyn to ensure community members can obtain timely care in crisis. Currently, the closest Level I trauma center from Southern Brooklyn is thirty minutes away.

**Response:**

South Brooklyn Health is a comprehensive care center that has served the community with emergency care for over 150 years. As we have in the past, we continue to be the first stop for many injuries and crises, stabilizing patients. New York City Health + Hospitals leadership is committed to providing appropriate care to its patients. We continue to review and improve our capabilities as it pertains to trauma care to ensure our team are equipped to serve our patients effectively, including delivering life-saving care.

**Public Concern:**

Community members shared a pressing need for funding towards a cardiac catheterization laboratory and equipment.

**Response:**

South Brooklyn Health made requests to our elected delegations at the local, state, and federal level for funding support of cardiac catheterization equipment and lab space on site. We received funding from Assembly Member William Colton in support of this effort and are closer to our goal amount to fund the project fully. We will continue to explore additional funding options to ensure we can move forward with this project as soon as possible to maintain our Percutaneous Coronary Intervention (PCI) and cardiac catheterization service for the community.

**Public Concern:**

Community members requested continued investment in competitive salaries to retain providers.

**Response:**

NYC Health + Hospitals remains committed to ensuring provider salaries remain competitive. Woodhull Hospital has been fortunate to have an affiliation with the NYU Grossman School of Medicine as the affiliate employer of most clinical staff.

Earlier This year, the affiliate successfully negotiated salary increases with the Doctors' Council Union, which represents non-managerial physicians. This agreement includes phased salary increases.

**Public Concern:**

Community members requested the timely removal of construction scaffolding.

**Response:**

We are grateful for the partnership of our community leaders, residents, and advocates, and also look forward to removing any scaffolding that is no longer necessary.

The facility currently has a roofing project in progress as well as the construction of an Outposted Therapeutic Housing Units Program (OTxHU)

on our upper floors. Therefore, we are mandated by law to retain the scaffolding for the safety of pedestrians. The projects are proceeding well, which will allow us to remove the scaffolding upon completion.

**Public Concern:**

Community member shared concern about the proposed Federal budget cuts, which would significantly impact Medicaid and Medicare funding. They urged the System to engage more actively in these challenges to reduce the impact on patient care.

**Response:**

NYC Health + Hospitals continues to perform analysis to anticipate reductions in federal and NYS reimbursement. Our mission remains unchanged, and we will continue to serve all New York City residents. We are committed to maintaining stability and ensuring the safety of our system, patients, and staff. This includes a commitment to maximizing efficiencies within our system while maintaining the high quality of care that our communities deserve. Our system has consistently proven that we can meet challenges head-on, time and again. In coordination with our system leadership, we are developing financial and strategic plans to support our problem-solving efforts, and we will continue to adapt to best serve our patients and communities safely.

**Public Concern:**

Community member emphasized the need to address healthcare challenges, especially with the closure of Mount Sinai Beth Israel.

**Response:**

Over the past two years, Bellevue has seen a dramatic increase in admissions to the hospital. Factors have included increased transfers of patients with complex healthcare needs from other hospitals, the gradual closure of Mount Sinai Beth Israel (MSBI), the influx of asylum seekers, and a general upswing in demand for care following the height of the COVID pandemic. Throughout this time, Bellevue has remained steadfast in its mission to care for New Yorkers, while being nimble and creative in order to meet new challenges. When MSBI announced its intentions to close almost two years ago, Bellevue began preparing for the potential impact on our hospital and our community. Working with our partners at the state and local level as well as internally across departments, the hospital has conducted ongoing assessments of needs and worked to improve patient flow in the Emergency Department, where the impact of the MSBI closure was expected to be felt first and most significantly. By the time MSBI shut its doors in early April, the hospital had been able to improve patient flow, triage transfers to ensure the most urgent cases get prioritized, improve referrals to long-term care placement, and increase access to primary care services. Bellevue has been here for the community for centuries and we will continue to be here, prepared to care for all New Yorkers.

**Public Concern:**

Community member expressed frustration with long wait-times, inadequate coordination among staff, excessive delays and poor handling of medical processes. They advocated for reforms to ensure better treatment for all patients.

**Response:**

Bellevue has implemented a number processes in order to improve and maintain high patient satisfaction. Our staff are actively engaged in performance improvement projects that emphasize patient satisfaction and efficiency.

- In our outpatient clinics, we have installed kiosks that allow patients to check themselves in on arrival in order to reduce wait times.
- Express Care booths also provide patients with a video visit, prior to getting ordered labs and diagnostic tests.
- Our FastTrack system tracks real-time appointments, so that when one patient cancels their visit, the slot is offered to another patient, reducing wait-times in between appointments.
- In our Emergency Department, we have streamlined the process to move patients requiring admission out of the emergency room and up to inpatient units.
- Two new CT scanners allow for staff to perform X-rays more quickly and accurately.

Throughout the hospital, staff are actively engaged in ongoing trainings and other work to support our health system's culture with a customer service model built on kindness and our ICARE values: integrity, compassion, accountability, respect, and excellence.



**Public Concern:**

Community member shared concerns about the proposed federal budget cuts, which would significantly impact Medicaid and Medicare funding, crucial for Carter's operations. They appealed for continued support for post-acute care services in budget decisions.

**Response:**

NYC Health + Hospital/Carter is committed to maintaining stability and ensuring the safety of our patients and staff, which includes a commitment to supporting the high-quality care that our communities deserve. Carter will continue to meet its challenges head-on as we develop financial and strategic plans to support our problem-solving efforts. We will also continue to adapt to ensure our patients and communities are served safely.

**Public Concern:**

The community expressed a profound need for infrastructure repairs due to the aging infrastructure at Coler including elevators, air conditioning, and fire systems. They also emphasized the ongoing need for flood protection and mentioned the delay in the promised FEMA-funded protection for the hospital.

**Response:**

The Age and function of the building create significant challenges in terms of resident conveniences, engagement, and safety, along with a safe environment for staff. Many recent improvements have enhanced the quality of care and protection for residents. These include the recent addition of the Coler Café, Staff Wellness, staff break room, and many other common spaces.

In addition to elevator, fire alarm, and air conditioning modernizations, there remain many other projects aimed at improving residents' quality of life and staff efficiency and safety. Examples of these include a greenhouse for residents and a simulation lab for staff. Resident units, including showers and bathrooms, remain our constant attention.

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## **Response Continued:**

As part of Coler's Coastal Flood Resiliency Project, Coler launched a public website to provide community education and awareness regarding historic flooding, existing conditions, project timelines, and a repository of resources accessible to the public including fact sheets and community presentations. Coler also hosted a series of community visioning sessions in-person and virtually for Coler residents and broader Roosevelt Island Community. We also conducted a community input survey to gather ideas and feedback that helps better inform the design elements of the flood mitigation project. We continue to work closely with RIOC and all stakeholders on this inter-agency project. In the interim, Coler has installed a tiger dam solution which provides approximately a 4' barrier around the facility.

**Public Concern:**

The Community highlighted the issue of difficulty in staff recruitment and staff retention, and transportation challenges to the facility.

**Response:**

NYC Health + Hospitals/Coler remains a 5-star facility in staffing, which means we are significantly above the State mandatory minimum

In the immediate years following the COVID-19 pandemic, recruitment was challenging. While it has mostly improved, Coler still uses agency nurses when needed.

Recent metrics reveal improvement in many aspects of the recruitment process, which, for good reason, is sometimes protracted. A job fair was also held at Coler this summer with fair results.

We are pleased to announce that Roosevelt Island's Red Bus Service will now stop at our doorstep, eliminating the need to walk from what was previously the last stop at the Octagon.

**Public Concern:**

Community member emphasized the hospital's ongoing capital needs to maintain and improve services for the Harlem community, urging continued support for capital projects.

**Response:**

We are grateful for the support that we receive from our community partners and local stakeholders. We have been fortunate to receive capital dollars from our Local, State and Federal governments over the years. Many of these appropriations are a direct result of the community's advocacy on our behalf. Capital needs will continue to exist based on our aging infrastructure. We will continue to work with the community and our elected leaders to find funding solutions to address our capital needs.

**Public Concern:**

Community member shared the urgent need to upgrade the hospital's outdated Emergency Room.

**Response:**

Metropolitan Hospital needs an updated emergency department and the facility is currently working with the Corporate Office and elected officials to secure the needed funds that would take the emergency room from the current 15,360 square feet to 30,880 square feet.

**Public Concern:**

Community member shared the growing need for mental and behavioral health services.

**Response:**

Metropolitan's goal is to make mental and behavioral health services accessible by creating new access points to receive care, such as expanding access to behavioral health and substance abuse services.

Additionally, we have added evening hours to accommodate working individuals and hired neuropsychologists to join the behavioral health team, supporting families in understanding and learning about the behavioral concerns related to their children.

**Public Concern:**

Community member expressed the need for immediate repairs at the facility including a leaking roof, need for paint, and HVAC issues. They also highlighted the need to build a new wing at Sydenham's site to accommodate the number of patients.

**Response:**

NYC Health + Hospitals understands the community's concerns and shares a commitment to maintaining a safe, modern environment. Given the facility's age and ongoing structural challenges, substantial investment is necessary to ensure continued functionality. We are actively collaborating with facilities and capital planning teams to implement targeted interim repairs and service adjustments that address the most urgent needs.



**Public Concern:**

Community member expressed the need for an expansion of radiology services, and the need for exam beds and work stations.

**Response:**

Expanding diagnostic services and enhancing clinical workspaces continue to be top priorities for NYC Health + Hospitals/Gotham Health. While space limitations in the current layout present challenges for large-scale expansion, we are exploring equipment upgrades, workflow optimizations, and exam room reconfigurations to improve both patient access and operational efficiency. These enhancements will be carefully aligned with our long-term vision for facility modernization.

**Public Concern:**

Community member mentioned the impact on the management of medical staff due to a lack of a Medical Director at the facility for nearly a year.

**Response:**

Dr. Billings has been hired as the new Medical Director and leads the management of medical staff.

**Public Concern:**

Community member emphasized the importance of the Developmental Evaluation Center (DEC) at St. Nicholas Health Center, and called for improvements to the DEC's facilities and better marketing to raise awareness about the center's services.

**Response:**

The DEC plays a vital role in providing essential developmental services to the community. In collaboration with NYCHA, we will assess the capital improvements needed to enhance DEC facilities and continue delivering high-quality services.

We are actively promoting developmental services by working with pediatric providers and social workers across our organization to refer children and families to the program. Additionally, we are marketing the program through social media and utilizing our Community Affairs team to promote it at community events.

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**Response Continued:**

We are also engaging other community-based organizations to direct families in need of support to these services. Our lead physician, Dr. Tyrone Bentley, MD, developmental pediatrician, grew up in the NYCHA housing development and has deep ties to the community. He is highly recognized for his work with families needing support with children having developmental challenges and giving back to the community.

### **Public Concern:**

Community member expressed the need to address pay disparity for health care workers in Queens, especially oncologists, and encouraged better pay and compensation for staff to ensure continued quality care for patients.

### **Response:**

New York City Health + Hospitals is unwavering in its commitment to ensure that our workforce is compensated fairly, equitably, and competitively. Our comprehensive approach includes regular reviews of salary structures and compensation practices to identify and address any disparities, focusing on equity across roles, departments, and demographic groups.

As part of this commitment, we:

- Conduct regular pay equity analyses to ensure compensation is just and comparable across similar roles, promptly addressing any unjustified differences.
- Collaborate actively with our labor unions to guarantee that negotiated agreements reflect fair wages and benefits for all employees, fostering a supportive work environment.
- Benchmark salaries rigorously against industry standards to maintain our competitiveness and our ability to attract and retain top-tier talent.
- Provide structured career pathways and advancement opportunities, empowering employees to increase their earnings through promotions and skill development.

**Response Continued:**

Through these initiatives, our turnover rate is remarkably low at 6.19%, while our vacancy rate averages only 4%, compared to the average hospital turnover rate of approximately 20%.

We are keenly aware of the sacrifices made by our providers, particularly the extraordinary dedication of those at Queens Hospital. Since January 2025, through collaboration with the Mount Sinai Health System, we have successfully negotiated significant salary increases for physicians across all disciplines.

**Public Concern:**

Community members expressed the need for clear protocols to be used in case of ICE (Immigration and Customs Enforcement) actions in or near the hospital; and for staff education on immigration rights; and multilingual resources for the community. They also requested clear, transparent communication to the community conveying that the hospital remains open for all, regardless of immigration status.

**Response:**

NYC Health + Hospitals developed protocols and provided trainings for staff who might come in contact with immigration enforcement officers at the hospital, whether DHS or ICE. In the trainings, NYC Health + Hospitals reiterated the importance of maintaining patient privacy under the law, and of ensuring safety to patients, visitors and staff. NYC Health + Hospitals continues to promote its mission to serve all New Yorkers, without exception.

### **Public Concern:**

Community members advocated for the inclusion of scalp cooling devices at all hospitals offering chemotherapy, following a new law that mandates insurance coverage for this treatment in New York. This initiative would help cancer patients preserve their hair during treatment, supporting their mental and emotional well-being.

Community members also advocated for the provision of hot meals for chemotherapy patients to address food insecurity.

### **Response:**

#### *Scalp Cooling:*

The Queens Cancer Center is thrilled with New York State's pioneering legislation requiring insurance coverage for scalp cooling systems. This makes New York the first state to ensure this essential therapy for chemotherapy patients, helping preserve their hair during treatment and safeguarding their sense of identity and emotional well-being. The Queens Cancer Center has begun discussions with patients about scalp cooling and has met with vendors, such as Paxman Scalp Cooling, to integrate this technology into our infusion center. Our commitment is steadfast: to provide all eligible patients access to this innovative treatment, reinforcing our mission to deliver compassionate, whole-person care to our community.



**Response continued:**

*Food Insecurity:*

We deeply value our community's concerns about food insecurity among chemotherapy patients. Nutrition is a cornerstone of healing, and we recognize how warm, nourishing meals can significantly impact recovery. Currently, the Cancer Center provides cold meals, but in response to community feedback, we are exploring the feasibility of offering hot meals, reviewing resources and logistics to address this need earnestly.

**Public Concern:**

Community members highlighted the influence of alcohol advertising and its impact on children, calling for community support to address this issue.

**Response:**

We recognize the challenges posed by such advertisements and strive to provide counter-messaging and education about the risks associated with alcohol consumption.

Our strategy includes educational campaigns via social media platforms and other communication tools, aiming to raise awareness of the dangers of alcohol, smoking, vaping, and more. We emphasize the importance of equipping children and their caregivers with accurate, comprehensive information for informed health decisions.

Queens hospital and the Cancer Center actively collaborate with local schools to educate both parents and children about these issues. This academic year, we are launching a program targeting 3rd to 5th graders and their families at the Duke Ellington School (P.S. 004), focusing on the dangers of cigarette smoke, vaping, and alcohol consumption.

Our collaborative efforts with community partners are designed to empower the community with knowledge, supporting informed choices for health and well-being and making a meaningful impact.